

**CA-PMM****Project Name:** Withhold at Source System Project**OCIO Project #:** 1730-186**Department:** Franchise Tax Board**Reporting Period:** From: To:**Team Member to Project  
Manager****Current Task Summary**

Task or Deliverable	Scheduled Completion Date	Actual Completion Date	Issues?
<b>Accomplished this week</b>			
<b>Planned/Scheduled Completion in Next Two Weeks</b>			
<b>Status Summary</b>	<b>Yes/No</b>	<b>Explanation</b>	
Will all assigned tasks be accomplished by their due date?			
Are there any planned tasks that won't be completed?			
Are there problems which affect your ability to accomplish assigned tasks?			
Do you plan to take time off that is not currently scheduled?			

**Status of Assigned Issues**

Issue Number	Description	Due Date	Status
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## CA-PMM

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**Reporting Period:** From: To:

## Team Member to Project Manager


**CA-PMM****Project Name:** Withhold at Source System Project**OCIO Project #:** 1730-186**Department:** Franchise Tax Board**Reporting Period:** From: 10/1/09 To: 12/31/09**Project Manager to Sponsor****Current Status Report**

Questions	Yes/No	Cause	Impact	Action Required
1. Were recent milestones completed on schedule?	No	Executive Order S-09-09	Delay of the following: procurement of technical consulting services, Architecture framework development, system detail design and development.	Continue to utilize state resources to work on framework development and system design. A vendor has been selected and technical consulting services to begin Jan 2010.
2. Were any key milestones or deliverables rescheduled?	Yes	Executive Order S-09-09	Rescheduled Architecture framework development and the start of functional development.	Continue to utilize state resources to work on framework development and system design. A vendor has been selected and technical consulting services to begin Jan 2010.
3. Was work done that was not planned?	No			
4. Were there any changes to scope?	No			
5. Were tasks added that were not originally estimated?	No			
6. Were any tasks or milestones removed?	No			

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7. Were any scheduled tasks not started?	No			
8. Are there any new major issues?	No			
9. Are there any staffing problems?	Yes	Executive Order S-09-09	Loss of 7 technical consulting resources	Continue to utilize state resources to work on framework development and system design. A vendor has been selected and technical consulting services to begin Jan 2010.

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Questions	Yes/No	Impact	Action Required
1. Will upcoming critical path milestones or deliverables be delayed?	Yes	Functional development will not progress as planned	Utilize additional state resources when available. Technical consulting services to begin Jan 2010.
2. Do any key milestones or deliverables need to be rescheduled?	Yes	Remaining project tasks will be rescheduled	Utilize additional state resources when available. Technical consulting services to begin Jan 2010.
3. Is there any unplanned work that needs to be done?	No		
4. Are there any expected or recommended changes to scope?	No		
5. Are there any tasks not originally estimated that will need to be added?	No		
6. Are there any tasks or milestones that should be removed from the plan?	No		
7. Are there any scheduled tasks whose start will likely be delayed?	Yes	Functional development will be delayed	Utilize additional state resources when available. Technical consulting services to begin Jan 2010.
8. Are any major new issues foreseeable?	Yes	Proposed new legislation would impact schedule and resources	Monitor external proposed legislative changes.

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## Project Manager to Sponsor

9. Are any staffing problems anticipated?	Yes	Due to budget issues, changing development strategies and staff taking on additional responsibilities due to limited resources, Programmers are seeking other job opportunities.	Backfill the positions as soon as possible with skilled staff. Ensure knowledge transfer in the form of detailed documentation is available to assist with the transition and training of new staff.
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## Project Manager to Sponsor

### Current Status and Accomplishments:

*Describe deliverables completed and milestones met during **this reporting period**.*

Completed Benchmark ( Proof of Concept); Continue Framework development; Released RFO and selected a vendor; Received internal and external contract approvals; Development of requirements for Interfaces are on schedule; Completed the High-level System Design; Began SPR draft

### Project Milestones:

*List key milestones and their dates from the project schedule.*

Milestone	Target Date	Forecast Date	Status	Cause & Impact to Implementation Date	Date Completed
Please see attached Project Schedule					

### Variances

Check the appropriate box for each project element listed below. Please describe the actions you plan to take for those items marked "Caution" or "Significant Variance".

	On Plan <5%	Caution 5-10%	Significant Variance >10%	Action Required
Schedule		x		Utilize additional state resources when available. Technical consulting services to begin Jan 2010.
Milestones		x		same as above
Deliverables		x		same as above

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Resources			x	Utilize additional state resources when available. Technical consulting services to begin Jan 2010.
OneTime Cost	x			
Continuing Cost	x			



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## Project Manager to Sponsor

Project Name: Withhold at Source System ProjectOCIO Project #: 1730-186Department: Franchise Tax BoardReporting Period: From: 10/1/09 To: 12/31/09

## Sponsor to Executive Committee

## Summary Milestones and Highlights

**Project Milestones:***List key milestones and their dates from the project schedule. Explain in issues section if a milestone's status is behind.*

Milestone	Target Date	Forecast Date	Status	If Delayed, Impact to Implementation Date	Date Completed
Please see attached Project Schedule					

**Variances**

Check the appropriate box for each project element listed below. Please describe the actions you plan to take for those items marked "Caution" or "Significant Variance".

\* Priority of schedule, scope, budget, and quality from Final Ranking established in the Priority Analysis

	On Plan <5%	Caution 5-10%	Significant Variance >10%	Action Required
Schedule		x		Development is behind schedule due to loss of contractors. RFO was released, and a new vendor selected. Contract should be awarded in Jan 2010 with a start date by 1/1/10.
Milestones		x		Same as Above
Deliverables		x		Same as Above
Resources			x	Same as Above
One Time Cost	x			
Continuing Cost	x			

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## Sponsor to Executive Committee

### Monitoring Vital Signs Scorecard

Vital Sign	Variance	Value	Your Score	Score Justification
1. Customer Buy-In	High Degree of Buy-In	0	0 Green	Customer is fully supportive of project.
	Medium Degree of Buy-In	1		
	Low Degree of Buy-In	2		
2. Technology Viability	Strong Viability	0	0 Green	Technology environment remains viable.
	Medium Viability	1		
	Weak Viability	2		
3. Status of the Critical Path (delay)	<5%	0	1 Yellow	Loss of contractors and furloughs has delayed the critical path.
	5% to 10%	1		
	>10%	2		
4. Cost-to-Date vs. Estimated Cost-to-Date (higher)	<5%	0	0 Green	Cost-to-Date is less due to loss of contractors.
	5% to 10%	1		
	>10%	2		
5. High-Probability, High-Impact Risks	0 to 3	0	1 Yellow	Risks include available funding for new vendor may not be enough for the scope of work to be completed by implementation; complexity inherent with interfaces with multiple systems; and potential new legislation expanding project scope.
	4 to 6	1		
	>6	2		
6. Unresolved Issues (on time resolution)	On time	0	2 Red	Lost most project contractors due to Executive Order. New vendor will begin in Jan 2010.
	Late with no impact	1		
	Late impacting the critical path	2		
7. Sponsorship Commitment	Fully engaged	0	0 Green	Sponsor fully committed and receiving frequent updates on project status.
	Partially engaged	1		
	Inadequate engagement	2		
8. Strategy Alignment	Strong alignment	0	0 Green	Project objectives still meet a number of departmental strategic goals.
	Partial alignment	1		
	Weak or no alignment	2		
9. Value-to-Business	Strong	0	0 Green	Business value is strong based on current project scope.
	Medium	1		
	Weak	2		

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10. Vendor Viability (provide rationale for the rating in the field following the scorecard)	Strong	0	0	Green	Remaining vendor provides strong management performance.
	Medium	1			
	Weak	2			
11. Milestone Hit Rate (rate of achievement as planned)	>90% on time	0	1	Yellow	Outside of the resource constraints, the team has met project milestones.
	80-90% on time	1			
	<80% on time	2			
12. Deliverable Hit Rate (rate of production as planned)	>90% on time	0	1	Yellow	Outside of the resource constraints, the team has met project deliverables.
	80-90% on time	1			
	<80% on time	2			
13. Actual vs. Planned Resources	>90% assigned and available	0	1	Yellow	Lost contractors due to Executive Order. State staff is working less than planned due to furloughs.
	80-90% assigned and available	1			
	<80% assigned and available	2			
14. Overtime Utilization (% of effort that is overtime)	<15%	0	0	Green	Overtime use has been minimal.
	15-25%	1			
	>25%	2			
15. Team Effectiveness	Highly Effective	0	1	Yellow	Overall, the team works collaboratively; however, morale issues persist due to budget issues, changing development strategies and staff has taken on additional responsibilities due to limited resources. As a result programmers are seeking other job opportunities.
	Moderately Effective	1			
	Ineffective	2			
Total			8	G	

Green = 0 - 8

Yellow = 9 - 19

Red = 20+

## Vendor Viability Rating Rationale

Vendor provides strong management performance.

Schedule Status -- include, at a minimum, the milestones and deliverables identified in the latest approved

Milestone and Deliverable	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date	Percent Complete
Finance Approval (external)	4/26/2007	5/11/2007	1/10/2008	12/31/2007	100%
Complete Information Technology Procurement Plan (ITPP) and obtain approval	11/1/2007	12/3/2007	1/31/2008	2/20/2008	100%
Project Start (DOF Approved 12/31/07)	1/10/2008	1/10/2008	1/10/2008	1/10/2008	100%
Prepare & Release Bid Document for IV&V Oversight Services	1/10/2008	2/1/2008	2/11/2008	5/19/2008	100%
Receive Vendor Proposals for Oversight Services	3/10/2008	6/3/2008	3/10/2008	6/3/2008	100%
Evaluate/Review Vendor Proposals	3/12/2008	6/4/2008	4/14/2008	6/18/2008	100%
Award Oversight Vendor Agreement	7/1/2008	7/1/2008	7/1/2008	10/15/2008	100%
Oversight Vendor Starts	7/15/2008	10/17/2008	7/15/2008	10/17/2008	100%
<b>Research: Develop &amp; Release Competitive Bid Solicitations for Technical Consultants</b>	<b>7/1/2008</b>	<b>10/1/2008</b>	<b>9/1/2008</b>		<b>55%</b>
<i>Sr. Developer 1</i>	<i>7/1/2008</i>	<i>10/30/2008</i>	<i>9/1/2008</i>	<i>10/30/2008</i>	<i>100%</i>
<i>Developer 2</i>	<i>7/1/2008</i>	<i>12/23/2008</i>	<i>9/1/2008</i>	<i>12/23/2008</i>	<i>100%</i>
<i>Developer 3</i>	<i>7/1/2008</i>	<i>12/23/2008</i>	<i>9/1/2008</i>	<i>12/23/2008</i>	<i>100%</i>
<i>Developer 4,5,6</i>	<i>7/1/2008</i>	<i>4/15/2009</i>	<i>9/1/2008</i>	<i>4/23/2009</i>	<i>100%</i>
<i>Sr. Tester 1</i>	<i>7/1/2008</i>	<i>4/15/2009</i>	<i>9/1/2008</i>	<i>4/28/2009</i>	<i>100%</i>
<i>System Testers 2-3</i>	<i>7/1/2008</i>	<i>4/15/2009</i>	<i>9/1/2008</i>	<i>4/28/2009</i>	<i>100%</i>
<i>2 Integration Testers 4-5</i>	<i>7/1/2008</i>		<i>9/1/2008</i>		
Software/Hardware Research: Develop & release competitive bid solicitation document for software license acquisitions	7/1/2008	9/1/2008	9/1/2008	10/30/2008	100%
Project Planning	7/1/2008	7/1/2008	9/30/2008	2/1/2009	100%
<b>Receive Vendor Proposals for Technical Consultants</b>	<b>10/10/2008</b>	<b>11/21/2008</b>	<b>10/10/2008</b>		<b>80%</b>
<i>Sr. Developer 1</i>	<i>10/10/2008</i>	<i>11/21/2008</i>	<i>10/10/2008</i>	<i>11/21/2008</i>	<i>100%</i>
<i>Developer 2</i>	<i>10/10/2008</i>	<i>1/12/2009</i>	<i>10/10/2008</i>	<i>1/12/2009</i>	<i>100%</i>
<i>Developer 3</i>	<i>10/10/2008</i>	<i>1/12/2009</i>	<i>10/10/2008</i>	<i>1/12/2009</i>	<i>100%</i>
<i>Developer 4,5,6</i>	<i>10/10/2008</i>	<i>5/6/2009</i>	<i>10/10/2008</i>	<i>5/6/2009</i>	<i>100%</i>
<i>Sr. Tester 1</i>	<i>10/10/2008</i>	<i>5/6/2009</i>	<i>10/10/2008</i>	<i>5/6/2009</i>	<i>100%</i>
<i>System Testers 2-3</i>	<i>10/10/2008</i>	<i>5/6/2009</i>	<i>10/10/2008</i>	<i>5/6/2009</i>	<i>100%</i>
<i>2 Integration Testers 4-5</i>	<i>10/10/2008</i>		<i>10/10/2008</i>		
Receive Vendor Proposals for Software/Hardware Products	10/10/2008	10/14/2008	10/10/2008	10/14/2008	100%
<b>Review Technical Consultants Bid Responses</b>	<b>10/13/2008</b>	<b>12/1/2008</b>	<b>11/14/2008</b>		<b>80%</b>
<i>Sr. Developer 1</i>	<i>10/13/2008</i>	<i>12/1/2008</i>	<i>11/14/2008</i>	<i>12/12/2008</i>	<i>100%</i>

<i>Developer 2</i>	<i>10/13/2008</i>	<i>1/13/2009</i>	<i>11/14/2008</i>	<i>1/23/2009</i>	<i>100%</i>
<i>Developer 3</i>	<i>10/13/2008</i>	<i>1/13/2009</i>	<i>11/14/2008</i>	<i>1/23/2009</i>	<i>100%</i>
<i>Developer 4,5,6</i>	<i>10/13/2008</i>	<i>5/6/2009</i>	<i>11/14/2008</i>	<i>5/20/2009</i>	<i>100%</i>
<i>Sr. Tester 1</i>	<i>10/13/2008</i>	<i>5/6/2009</i>	<i>11/14/2008</i>	<i>5/20/2009</i>	<i>100%</i>
<i>System Testers 2-3</i>	<i>10/13/2008</i>	<i>5/6/2009</i>	<i>11/14/2008</i>	<i>5/20/2009</i>	<i>100%</i>
<i>2 Integration Testers 4-5</i>	<i>10/13/2008</i>		<i>11/14/2008</i>		
Review Bid Responses for Software/Hardware	10/13/2008	10/14/2008	11/7/2008	10/14/2008	100%
<b>Award Technical Consultant Agreement</b>	<b>12/1/2008</b>		<b>12/1/2008</b>		<b>65%</b>
<i>Sr. Developer 1</i>	<i>12/1/2008</i>	<i>1/21/2009</i>	<i>12/1/2008</i>	<i>1/21/2009</i>	<i>100%</i>
<i>Developer 2</i>	<i>12/1/2008</i>	<i>2/17/2009</i>	<i>12/1/2008</i>	<i>2/17/2009</i>	<i>100%</i>
<i>Developer 3</i>	<i>12/1/2008</i>	<i>2/17/2009</i>	<i>12/1/2008</i>	<i>2/17/2009</i>	<i>100%</i>
<i>Developer 4,5,6</i>	<i>12/1/2008</i>	<i>5/27/2009</i>	<i>12/1/2008</i>	<i>5/27/2009</i>	<i>100%</i>
<i>Sr. Tester</i>	<i>12/1/2008</i>	<i>5/25/2009</i>	<i>12/1/2008</i>	<i>5/25/2009</i>	<i>100%</i>
<i>System Testers 2-3</i>	<i>12/1/2008</i>		<i>12/1/2008</i>		
<i>2 Integration Testers 4-5</i>	<i>12/1/2008</i>		<i>12/1/2008</i>		
Award Procurement Software/Hardware Agreements	11/14/2008	10/30/2008	11/14/2008	10/30/2008	100%
<b>Technical Consultant Starts</b>	<b>1/8/2009</b>		<b>1/8/2009</b>		<b>50%</b>
<i>Sr. Developer 1</i>	<i>1/8/2009</i>	<i>2/23/2009</i>	<i>1/8/2009</i>	<i>2/23/2009</i>	<i>100%</i>
<i>Developer 2</i>	<i>1/8/2009</i>	<i>3/9/2009</i>	<i>1/8/2009</i>	<i>3/9/2009</i>	<i>100%</i>
<i>Developer 3</i>	<i>1/8/2009</i>	<i>3/16/2009</i>	<i>1/8/2009</i>	<i>3/16/2009</i>	<i>100%</i>
<i>Developer 4,5,6</i>	<i>1/8/2009</i>		<i>1/8/2009</i>		
<i>Sr. Tester</i>	<i>1/8/2009</i>	<i>6/1/2009</i>	<i>1/8/2009</i>	<i>6/1/2009</i>	<i>100%</i>
<i>System Testers 2-3</i>	<i>1/8/2009</i>		<i>1/8/2009</i>		
<i>2 Integration Testers 4-5</i>	<i>1/8/2009</i>		<i>1/8/2009</i>		
Receive Software	1/8/2009	1/8/2009	1/8/2009	1/8/2009	100%
<b>Develop Business Requirements</b>	<b>8/1/2008</b>	<b>7/31/2008</b>	<b>12/31/2008</b>	<b>12/31/2008</b>	<b>100%</b>
<b>*Develop System Requirements</b>	<b>12/8/2008</b>	<b>7/31/2008</b>	<b>2/28/2009</b>		
<i>Develop Core System Requirements</i>	<i>8/1/2008</i>	<i>7/31/2008</i>	<i>2/28/2009</i>		<i>93%</i>
<i>Develop Interface System Requirements</i>	<i>12/8/2008</i>	<i>7/31/2008</i>	<i>2/28/2009</i>		<i>85%</i>
<b>Design System</b>	<b>3/1/2009</b>	<b>3/1/2009</b>	<b>5/31/2009</b>		
<i>Architecture Design</i>	<i>3/1/2009</i>	<i>3/19/2009</i>			<i>90%</i>
<i>Functional Design</i>	<i>3/1/2009</i>	<i>7/14/2009</i>			<i>15%</i>
<b>Develop System</b>	<b>6/1/2009</b>	<b>3/19/2009</b>	<b>3/30/2010</b>		
<i>Architecture/Framework Development</i>	<i>6/1/2009</i>	<i>3/19/2009</i>			<i>90%</i>
<i>Functional Development</i>	<i>6/1/2009</i>	<i>9/9/2010</i>			<i>10%</i>
Test	10/1/2009		4/30/2010		
Conversion	2/1/2010		5/31/2010		5%
User System Acceptance Testing	5/1/2010		7/31/2010		

Training	6/1/2010		7/31/2010		
Implement into Operation	8/2/2010		8/2/2010		
Conduct Project Retrospective	9/1/2010		9/30/2010		
Prepare Post Implementation Evaluation Report (PIER)	8/1/2011		1/31/2012		